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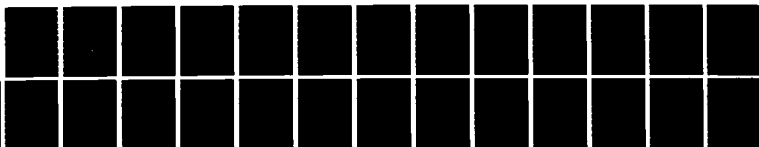
PERSONNEL MANAGEMENT FOR EXECUTIVES ARMY REGIONAL  
TRAINING CENTER CENTRAL. (U) BAR AND BAR COMMUNICATION  
CONSULTANS AUSTIN TX N BARR 1986 DADA05-86-N-L254

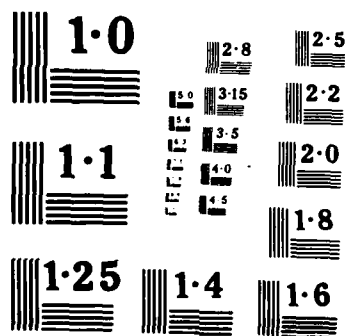
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PERSONNEL MANAGEMENT FOR EXECUTIVES  
ARMY REGIONAL TRAINING CENTER  
CENTRAL ATLANTIC REGION

Aberdeen Proving Ground, Maryland

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**Barr & Barr**  
**Communication Consultants**

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Austin, Texas 78761

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PERSONNEL MANAGEMENT FOR EXECUTIVES

ARMY REGIONAL TRAINING CENTER

CENTRAL ATLANTIC REGION

Aberdeen Proving Ground, Maryland

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## YOUR STYLE

**Focuses on the OUTER world of actions, things & people**

Trusts facts that can be proven by the 5 senses (Practical, factual, realistic)

Prefers decisions based upon logic & reason (Analytical)

Prefers to control or  
influence both people &  
situations (Controller)

**Focuses on the INNER world of concepts, ideas, & patterns**

**Prefers the "big picture" & future possibilities (Creative, Abstract, Imaginative)**

**Prefers decisions based upon individual values (Sensitive, Feeling)**

**Prefers to adapt or adjust to the situation & people (Adapting)**

## 1st Channel

## End Channel

Brd Channel

4th Channel

## TEMPERAMENT THEME

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# Management & Communication

*Norma Barr, Ph.D.*

Understanding people is a skill that can be learned. Although human behavior is complex, we are habituated in many of our responses; therefore, we can be trained to observe the pattern of responses--both our own and other people's patterns. We can become keen observers, listeners, and communicators.

We must rely more and more on interpersonal skills in a world of voluminous impersonal information systems. With the high tech invasion comes an increasing need for interpersonal communication to compensate for the impersonal interaction of computer systems.

The Myers-Briggs Type Inventory is a non-normative, descriptive instrument to help you understand your own style of communicating and consequently you can apply the concepts to understanding other people, groups, and organizations. The inventory gives a rational set of concepts for what has been the mystery of human behavior. Much apparently random behavior in people is orderly and fairly consistent when you understand the way they prefer to judge and perceive.

Four types of information are identified in the inventory: life style preferences, information processing, decision-making, and interaction preferences.

## LIFE STYLE

Life style preferences include extroversion and introversion. The Extrovert is primarily focused on the external world of people and activities; whereas, the Introvert is more inwardly focused on ideas, concepts, and relationship of ideas. The inventory uses the two terms as Carl Jung intended.

EXTROVERT	INTROVERT
Outside world	Inner world
People, action, things	Ideas, thoughts
Prefers interaction	Prefers privacy
Usually comfortable with shorter or interrupted time frames	Prefers longer time frames for working on projects
Usually talkative and out-going	Usually quiet and reserved
Sociable with many friends --refers to others as friends	Introspective with few close friends--discriminating clearly between acquaintances & friends
Tends to like meeting new people	Tends to postpone meeting new people
Tends to seek new experiences	Tends to avoid new experiences

## INFORMATION PROCESSING STYLE

The Myers-Briggs Type Indicator identifies two ways of perceiving and processing information. The Sensor perceives the world principally through the five body senses and prefers facts that can be immediately proven. The Intuitior perceives the world principally through the intuition to see the overall picture. The intuition integrates bits and pieces of stored data to form patterns and suggest possibilities.

As individuals we use both processes but we have a favorite that we use as a dominant process.

SENSOR	INTUITOR
Practical "Doer" Prefers structured way of doing things Tends to be patient with details and routine Tends to be competitive Produces steadily Results-oriented Prefers explicit instructions	Idealistic, Abstract "Designer" Prefers innovative way of doing things Tend to be impatient with details and routine Tends to be creative Produces cyclically Idea-oriented Prefers general instructions

## DECISION-MAKING STYLE

Two ways of making decisions include the Thinker who looks at relevant information and decides according to logical processes, and the Feeler who looks at relevant information and decides according to individual values. We use both processes but we each have a preferred or dominant process.

THINKER	FEELER
Sees logic & analysis Focuses on tasks Appears insensitive at times Likes consistency	Sees people & feelings Focuses on people Appears sensitive to others Likes spontaneity



THINKER	FEELER
Lets logic determine "yes" or "no"	May have trouble saying "no"
May react too coolly & too unemotionally	May react too quickly & too emotionally
Likes consistency	Likes harmony
Likes to be treated fairly & impartially	Likes to be treated personally with warmth & friendliness

## INTERACTION STYLE

Dealing with the environment involves two processes in the Myers-Briggs Type Inventory. The Judge prefers control, order, planning, and closure; whereas, the Perceiver prefers flexibility, spontaneity, and openness.

JUDGE	PERCEIVER
Controller	Adapter
Decisive	Accepting
Determined	Flexible
Leader/Boss type	Supporter/Facilitator type
Likes to have a plan & complete it. . . closure	Likes to respond to the situation. . . open
Works to "make" things conform to the plan	Allows situations to evolve without a plan
Dislikes unplanned events	Likes unplanned events
Likes order & predictability	Likes spontaneity & flexibility
Stron system of guidelines with many "shoulds"	Tolerant and flexible unless challenged

In high stress, high change times we need clear paradigms around which to organize complex patterns of human behavior. The Myers-Briggs provides just such a model. To understand each other, we need a clear method of arranging the hundreds of bits of information in our experience. Understanding each other's style is useful in connecting, teaching, exchanging, managing, and growing.

## BASIC DIFFERENCES

Basic differences occur in the duality of each continuum.

### INTROVERTS

SPACE  
INTERACTION TIME  
NOISE TOLERANCE  
BALANCING  
TELEPHONE  
LEISURE  
INTERRUPTIONS

### EXTROVERTS

### SENSORS

TIME  
TASK  
WORK RHYTHM  
POINT OF VIEW  
APPRAISAL  
PLANNING

### INTUITORS

THINKERS

FEELERS

INFORMATION INTAKE  
MOTIVATION  
CONFLICT MANAGEMENT  
ORGANIZATIONAL STRUCTURE  
OFFICE STYLE  
COMMUNICATION  
COORDINATION  
DECISION-MAKING  
LEISURE  
APPRAISAL

JUDGE/CONTROLLERS

PERCEIVER/ADAPTERS

TIME  
PLANNING  
CONTINUITY  
TASK COMPLETION  
CONTROLLING  
PARAMETERS  
JOB SECURITY

Basic differences occur in each category in handling stress, in communicating, and in primary attitudes. Dissonance caused by these differences can occur within the individual, the group, and the organization.

EXTROVERT 26 ~ 48%

INTROVERT 28 ~ 52%

ATTITUDES:

SOCIABLE

INTERACTION

EXTERNAL EVENTS

BREADTH

"THE UNLIVED LIFE ISN'T  
WORTH EXAMINING."

COMMUNICATION:

NEEDS TO TALK IN ORDER TO  
SORT OUT EXPERIENCE: NEEDS  
TO TALK TO KNOW WHAT S/HE  
IS THINKING

TENDS TO EXPAND RATHER THAN  
CONSERVE. . EXPANSIVE

FOCUSES ON PEOPLE & THINGS

ACTIVE

STRESS:

ENERGIZED BY PEOPLE, ACTIVITIES,  
& THE ENVIRONMENT

EXPENDS ENERGY

SCANS THE ENVIRONMENT FOR  
STIMULATION

REACTS TO STRESS BY INCREASING  
ACTIVITY LEVEL

MOVES TOWARD OTHER PEOPLE

ENERGIZED BY ACTIVITY

ATTITUDES:

TERRITORIAL

CONCENTRATION

INTERNAL REACTIONS

DEPTH

"THE UNEXAMINED LIFE ISN'T  
WORTH LIVING."

COMMUNICATION:

NEEDS TIME AND SPACE TO THINK  
THINGS OUT INTERNALLY; THEN  
SELECTIVELY PRESENTS TO OTHERS  
WHAT S/HE WANTS TO SHARE

TENDS TO CONSOLIDATE, DEFEND  
& PROTECT; CONTROLS PERSONAL  
DISCLOSURE & INTERACTION

FOCUSES ON IDEAS, CONCEPTS &  
INNER IMPRESSIONS

REFLECTIVE

STRESS:

ENERGIZED BY IDEAS & FEELINGS  
IN THE PRIVATE CENTER WITHIN

CONSERVES ENERGY

SCANS & PROBES INWARDLY FOR  
STIMULATION

REACTS TO STRESS BY DECREASING  
ACTIVITY LEVEL

WITHDRAWS INTO PRIVACY

ENERGIZED BY DEPTH & INTIMACY

SENSOR 27 02 69 10

INTUITOR (N) 11 21 31 11

ATTITUDES:

LIKES THE PRACTICAL & FACTUAL

FOCUSES ON THE PRESENT

DISLIKES CHANGE—MORE TOL-  
ERANT OF ROUTINE & SPECIFIC  
METHODS

TRUSTS EXPERIENCE

REALISTIC—SEES THE ACTUAL

BELIEVES IN PERSPIRATION  
(HARD WORK)

PREFERS THE PRACTICAL

SENSIBLE

OFTEN CRITICIZED FOR BEING  
SET IN THEIR WAYS"

COMMUNICATION:

LIKES STEP-BY-STEP

ATTENDS TO WHAT IS SAID &  
DONE

DEPENDS ON CONCRETE EXAMPLES

EMPHASIZES FACTS & PRACTICAL  
INFORMATION

STRESS:

LIKES TO WORK STEADILY

DIFFICULT TO DEAL WITH THEORY

DISLIKES AMBIGUITY

DISLIKES LONG-RANGE PLANNING

ATTITUDES:

LIKES TO SYNTHESIZE INFORMA-  
TION BY USING MEMORY AND  
CREATIVE ASSOCIATION

FOCUSES ON THE FUTURE

LIKES VARIETY & CHALLENGE

TRUSTS HUNCHES

SPECULATIVE—SEES THE POSSIBLE

BELIEVES IN INSPIRATION  
(CREATIVE INSIGHT)

PREFERS THE INGENIOUS

IMAGINATIVE

OFTEN CRITICIZED FOR "HAVING  
HEAD IN THE CLOUDS"

COMMUNICATION:

LIKES THE BIG PICTURE

ATTENDS TO IMPLICATIONS & READS  
BETWEEN THE LINES

DEPENDS ON ABSTRACTION, SYMBOLS,  
& GENERALIZATIONS

EMPHASIZES CONCEPTS & RELATION-  
SHIP OF IDEAS

STRESS:

LIKES TO WORK IN CYCLES & BURSTS  
OF ENERGY

DIFFICULT TO DEAL WITH DETAILS

DISLIKES CONCRETIZED SITUATIONS

DISLIKES BEING RESTRICTED

THINKER 48 or 80%

FEELER 11 or 20%

ATTITUDE:

GREATLY VALUES LOGIC  
GREATLY VALUES JUSTICE  
VALUES WHAT IS TRUE

COMMUNICATION:

USES LOGICAL ANALYSIS  
USES OBJECTIVE & IMPERSONAL  
CRITERIA  
DRAWS CAUSE & EFFECT  
RELATIONSHIPS  
QUESTIONS & PROBES  
COMES TO CONCLUSION USING  
ESTABLISHED PRINCIPLES  
CONSISTENCY & VALIDITY ARE  
IMPORTANT CONSIDERATIONS  
INTENSE NEED FOR LOGIC CAN  
BLIND THE THINKER TO THE LIMIT-  
ATIONS OF PREMISES CHOSEN  
CRITERIA, PRINCIPLES, POLICY &  
LAWS ARE PREFERRED IN DISCUSSION  
JUDGES BY STANDARDS  
TENDS TO CRITICIZE  
TENDS TO ANALYZE

STRESS:

TENDS TO AVOID FEELINGS  
ANALYZES  
STORES-UP STRESS  
INTELLECTUALIZES  
PROCRASTINATES

ATTITUDE:

GREATLY VALUES HARMONY  
GREATLY VALUES ACCEPTANCE  
VALUES WHAT IS GOOD

COMMUNICATION:

USES PERSONAL PRIORITIES  
USES SUBJECTIVE & HUMAN  
VALUES  
SEES PERSONAL ATTRACTIONS  
& APPRECIATIONS  
TRUSTS & ACCEPTS  
COMES TO CONCLUSION BY ASSOCIA-  
TIVE PROCESS USING FEELINGS &  
PAST EXPERIENCE TO MAKE PER-  
SONAL ASSOCIATIONS  
COMPASSION & RESPONDING TO  
OTHERS IS IMPORTANT  
INTENSE FEELINGS AND SYMPATHY  
CAN LEAD TO MOODINESS  
VALUES, SOCIAL INTERACTION, &  
EXTENUATING CIRCUMSTANCES ARE  
PREFERRED IN DISCUSSION  
JUDGES BY VALUES OF GOOD OR BAD  
TENDS TO APPRECIATE  
TENDS TO SYMPATHIZE

STRESS:

TENDS TO AVOID CAUSE & EFFECT  
INTERNALIZES  
COMMUNICATES STRESS  
PERSONALIZES  
FEEL OVERLOADED & VOLATILE

JUDGE/CONTROLLER

32 or 72 1/2

PERCEIVER/ADAPTER

15 or 28 1/2

ATTITUDE:

NEEDS CLOSURE--WANTS TO  
FINISH & GET THINGS DONE

VALUES PUNCTUALITY--SEES  
TIME IN TERMS OF DECISION

LIKES SCHEDULES & WORKING  
ACCORDING TO PLAN

VALUES PREPAREDNESS

DECISIVE

COMMUNICATION:

JUDGES & CRITICIZES

PREFERS ADVANCE CLARITY,  
ORDER, & STRUCTURE

WANTS THE ESSENTIALS

DECIDES & PLANS

CONTROLS & REGULATES

CAN JUMP TO CONCLUSIONS &  
MOVE TOO QUICKLY JUST TO  
GET IT OVER WITH

LIKES TO BE IN CHARGE

GOAL-ORIENTED

STRESS:

DIFFICULT TO LET GO WHEN PLANS  
ARE INTERRUPTED OR BLOCKED

DIFFICULT TO HAVE MULTIPLE  
PROJECTS WITH NONE OF THEM  
FINISHED--SATISFICATION OF  
CLOSURE

BOTHERSOME WHEN THINGS ARE  
OUT-OF-CONTROL

DIFFICULT TO ACCEPT SOMEONE  
ELSE CHANGING YOUR PRIORITIES

ATTITUDE:

NEEDS TO "HANG LOOSE"--  
PREFERS TO BE OPEN

DOES NOT PARTICULARLY VALUE  
SEES TIME IN TERMS OF OPPOR-  
TUNITY

PREFERS SPONTANEITY & ADAPT-  
ING TO CHANGES

LIKES TO DO THINGS AT LAST  
MINUTE

POSTPONES DECISIONS

COMMUNICATION:

ACCEPTS & WAITS

HAS HIGH TOLERANCE FOR  
AMBIGUITY & OPEN-ENDEDNESS

WANTS AMPLE INFORMATION

ADAPTS & CHANGES

FLOATS & ADAPTS

MAY AVOID CONCLUSIONS & GIVE  
OVER TO ACTION & ADVENTURE

LIKES TO LET THINGS HAPPEN

OPEN-MINDED

STRESS:

DIFFICULT TO ADJUST TO A CON-  
TINUOUS SCHEDULE

DIFFICULT TO ACCEPT TOO MANY  
EXPECTATIONS--STRESSED WHEN  
OTHERS PRESSURE YOU TO STOP  
PROCRASTINATING

BOTHERSOME TO HAVE THINGS PLANNED  
TOO FAR AHEAD OR TOO CONTROLLED

CAN GET PULLED IN TOO MANY  
DIRECTIONS

## COMMUNICATION CHANNELS

When talking to others, we connect with some and cannot reach others. People prefer either Sensing, Intuiting, Thinking, or Feeling as the dominant channel for interacting with others. When the dominant channel does not appear to be working, we switch to a back-up channel. People have a strong tendency to over-use and over-trust the dominant and the back-up channels, while having a tendency to avoid and mistrust the other two channels. Communication channels imply favorite means of communicating.

Thinking channel--Prefers logical analysis, cause & effect discussion

Feeling channel--Prefers personal, value-oriented discussion

Sensing channel--Prefers factual and realistic "how to" discussion

Intuiting channel--Prefers to process patterns and implications

Sometimes conflict results from two people trying to communicate using different channels and showing little or no tolerance for the difference.

<u>ATTITUDE</u>	
<u>SENSOR</u>	<u>THINKER</u>
DOER	ANALYZER
DRIVER	PROBLEM-SOLVER
<u>INTUITOR</u>	<u>FEELER</u>
DREAMER	CARETAKER
EXPRESSOR	AMIABLE COOPERATOR

Recall conflicts you have observed or experienced because of using different channels.



REWARD

<u>SENSOR</u> PRIDE IN INTENSE, FAST-PACED COMPETITIVE ACTION	<u>THINKER</u> PRIDE IN SOUND JUDGMENT, CONTROL & LOGICAL ANALYSIS
<u>INTUITOR</u> PRIDE IN ORIGINALITY, FORESIGHT AND DEALING WITH COMPLEXITY	<u>FEELER</u> PRIDE IN PEOPLE-ORIENTATION AND RESPONSIVE, SENSITIVE OBSERVATION

WORK

<u>SENSOR</u> GENERATES AN ATMOSPHERE OF "HARD CHIPPING" CLUTTER BLUNT & DIRECT WORKS STEADY, PLODDING ON	<u>THINKER</u> MAKES LISTS AND ORGANIZES STACKS OF WORK OFTEN TOO THOROUGH & TEDIOUS WORKS FRANTICALLY, THEN LEISURELY
<u>INTUITOR</u> WELL-Organized WORKS IN CYCLES & DREAMS IN CYCLES OFTEN TOO ABSTRACT & IDEAL	<u>FEELER</u> ORGANIZED IN A PERSONAL WAY WORKS FOR HARMONY MORE THAN EFFICIENCY OFTEN TOO PERSONALIZING

COMMUNICATION

<u>SENSOR</u> GETS TO THE POINT & EXPECTS OTHERS TO DO THE SAME WANTS THE FACTS ONLY BRIEF, NON-ELABORATING RESPONSE	<u>THINKER</u> LIKES TO COVER THE POINT <u>VERY</u> THOROUGHLY TENDS TO OVER-EXAMINE—TOO MANY FACTS CLARIFIES BY QUESTIONING, PROBING & RE- STATING
<u>INTUITOR</u> LIKES PATTERNS, IMPLICATIONS & BIG PICTURE RAMBLING RESPONSE TO QUESTIONS	<u>FEELER</u> LIKES PERSONAL ASSOCIATIONS & FEELINGS FOR THE "FLAVOR" OF THE INTERACTION QUICK TRUST RESPONSE TO QUESTIONS

TIME

<u>SENSOR</u>	<u>THINKER</u>
REALISTIC ABOUT TIME CONTROLS PEOPLE INTERFERENCE "DO IT NOW"	PROCRASTINATOR SPENDS TOO MUCH TIME GETTING ORGANIZED "LET'S GET ORGANIZED"
<u>INTUITOR</u>	<u>FEELER</u>
UNREALISTIC ABOUT TIME OVERLOOKS TIME-CONSUMING DETAILS "LET'S THINK ABOUT IT"	LETS OTHERS USE MUCH TIME FREQUENTLY BEHIND WITH OWN WORK "LET'S FEEL GOOD ABOUT IT"

INTERACTION

<u>SENSOR</u>	<u>THINKER</u>
INTERESTED IN OWN AGENDA IMPATIENT & HURRIED ABRUPT ON PHONE	ANXIOUS TO LEARN OTHER'S AGENDA QUESTIONING & PROBING BUSINESS-LIKE ON PHONE
<u>INTUITOR</u>	<u>FEELER</u>
INTERESTED IN THE PROCESS LOOKS FOR PATTERNS IN PAST, PRESENT, & FUTURE WORDY BUT ALOOF ON PHONE	EAGER TO PLEASE PEOPLE HARMONIZER & SMOOTHER—AVOIDS CONFLICT WARM & FRIENDLY ON PHONE

DISCUSS CONFLICTS YOU HAVE EXPERIENCED OR OBSERVED.

Each channel has both strengths and weaknesses for the communicator.

SENSOR

STRENGTHS

LIKES FACTS  
NOTICES WHAT IS SAID & DONE  
  
LIKES INFORMATION EXPLAINED  
STEP-BY-STEP  
  
PREFERS THE PRACTICAL & REALISTIC  
SEES THE PRESENT AS MOST IMPORTANT  
DEMANDS PROOF  
  
LIKES ACTION  
  
COMMANDS OTHERS--ORDERS OTHERS  
PREFERS THE TRIED & TESTED  
NEEDS STRUCTURE  
  
LIKES COMPETITION  
  
LIKES TO GET THINGS DONE  
DRIVES STRAIGHT TOWARD THE TARGET  
LIKES ROUTINE & SPECIFIC METHODS

WEAKNESSES

MAY OVERLOOK THE IMPLICATIONS  
  
MAY OVERLOOK MEANING OF WHAT IS SAID  
AND DONE  
  
MAY NOT SEE THE GOAL OR GUIDING PRINCIPLE  
  
MAY REJECT NEW INNOVATIVE IDEAS  
  
MAY NOT SEE FUTURE DEMANDS IN TIME  
  
MAY MISS OPPORTUNITIES WHILE WAITING  
FOR PROOF  
  
MAY NOT ASK ENOUGH QUESTIONS BECAUSE OF  
THE URGENCY TO ACT  
  
MAY NOT SEE APPROPRIATENESS OF DISCUSSION  
  
MAY USE OBSOLETE METHODS OR TECHNIQUES  
  
RESISTS AMBIGUITY & AVOIDS SITUATIONS  
THAT ARE UNSTRUCTURED  
  
MAY COMPETE OVER UNIMPORTANT ISSUES &  
BECOME DRIVEN; MAY TRANSLATE NON-  
COMPETITIVE ACTIVITIES INTO WIN-LOSE  
  
MAY TRY TO DO THINGS TOO QUICKLY  
  
MAY CUT TOO MANY CORNERS & PUSH TOO HARD  
  
DISLIKES RAPID CHANGE OF METHODS

---

STRATEGIES FOR THE SENSOR CHANNEL:

THINKER

STRENGTHS

PREFERS THE ANALYTICAL  
PREFERS LOGICAL EXPRESSION

OVER-VALUES LOGIC & THEREFORE BELIEVES THE LOGIC OF A SITUATION WILL MOTIVATE PEOPLE

FIGHTS FOR JUSTICE

HANDLES EMERGENCIES LOGICALLY

DEALS WITH INTERPERSONAL CONFLICT LOGICALLY BY ANALYZING WHAT SHOULD BE FELT & ATTEMPTING TO FORCE FEELINGS INTO WHAT THEY SHOULD BE

RATIONALIZES PROBLEMS

FINDS SEVERAL SOLUTIONS TO A PROBLEM

ENJOYS GATHERING INFORMATION & UNDERSTANDING AN ISSUE

EXPLAINS THOROUGHLY

PROBES DEEPLY INTO AN ISSUE

LIKES TO PLAN AND ORGANIZE

LIKES A FORMAL APPROACH

WEAKNESSES

MAY ANALYZE INSTEAD OF INTERNALIZE  
MAY TRY TO AVOID EMOTIONAL EXPRESSION

MAY UNDER-VALUE THE ROLE OF FEELINGS IN MOTIVATING PEOPLE

MAY BECOME DEFENSIVE & EMOTIONAL IF "UNFAIRLY" TREATED

MAY APPEAR COLD, INSENSITIVE, & UNCARING

MAY APPEAR INSINCERE & UNAFFECTIONATE

MAY UNDERESTIMATE THE SERIOUSNESS OF A PROBLEM BY UNDER-RATING THE EMOTIONAL FACTORS OF A PROBLEM

MAY AVOID DECIDING BECAUSE OF THE JOY OF DISCOVERING SOLUTIONS

MAY PROCRASTINATE

MAY OVER-EXPLAIN

MAY ASK TOO MANY QUESTIONS & SEEK TOO MUCH INFORMATION

MAY ORGANIZE TOO RIGIDLY

MAY BE OVERLY FORMAL IN THE WAY THINGS ARE DONE

---

STRATEGIES FOR THE THINKER CHANNEL:

FEELER

STRENGTHS

LIKES TO GIVE & SUPPORT  
WILLINGLY OVER-EXTENDS TO HELP  
SHARES EMOTIONAL SENSITIVITY  
PICKS-UP FEELINGS EASILY  
NEEDS POSITIVE AFFILIATION WITH OTHERS  
BEHAVES DEMONSTRATIVELY & EXPRESS-IVELY  
FOCUSES ON INDIVIDUALS  
SEES THE BASIC PEOPLE PERSPECTIVE  
INTERPRETS EVENTS AS THEY AFFECT PEOPLE  
CHARMS & PERSUADES  
HOOKS PEOPLE'S INITIAL INTEREST  
GIVES A DESCRIPTIVE ACCOUNT OF A SITUATION OR EVENT  
COOPERATES  
LIKES FRIENDLINESS & PLEASANTNESS  
LIKES TO COMMUNICATE  
FEELS DEEPLY ABOUT SELECT ISSUES

WEAKNESSES

MAY GIVE & SUPPORT INDISCRIMINATELY  
MAY "BURN OUT" & USE SELF-PITY AS A CRUTCH  
MAY COLLECT TOO MUCH EMOTIONAL DATA & OVERLOAD  
MAY OVER-REACT TO FEELINGS & BEAR GRUDGES  
MAY SEEK TOO MUCH APPROVAL FROM OTHERS  
MAY GIVE AWAY TOO MUCH INFORMATION, TIME, & ENERGY  
MAY OVERLOOK PEOPLE'S ROLE & REAL WORK  
MAY OVER-SIMPLIFY  
MAY OVER-PERSONALIZE  
MAY RELY TOO MUCH ON PERSONALITY & NOT ENOUGH ON PREPARATION  
TAKES TOO LONG TO GET TO THE MAIN POINT  
MAY TELL TOO MANY ANECDOTES & STORIES  
MAY AVOID BRINGING UNPLEASANT FACTS TO THE SURFACE IN ORDER TO AVOID CONFLICT  
MAY WASTE TOO MUCH TIME TALKING  
MAY SPEND TOO MUCH TIME ON THE PHONE  
COMES TO CONCLUSIONS BY A FEELING PROCESS THAT MAY FOCUS ON A MINOR PART OF AN ISSUE

---

STRATEGIES FOR THE FEELER CHANNEL:

INTUITOR

STRENGTHS

THINKS QUICKLY

CONCEPTUALIZES EASILY  
CONCENTRATES ON CONCEPTS

DEMONSTRATES "BIG PICTURE" THINKING

SYNTHESIZES COMPLEX & RANDOM  
INFORMATION

ABSORBS LARGE QUANTITIES OF DATA

SEES POSSIBILITIES & RECOGNIZES  
PATTERNS

ATTENDS TO IMPLICATIONS & READS  
"BETWEEN THE LINES"

LIKES VARIETY & CHALLENGE

WORKS IN BURSTS OF ENERGY WITH  
GOOD PRODUCTIVITY

IS VISIONARY

PREFERS INDIVIDUALISM

LIKES CREATIVE WAYS OF DOING THINGS

LIKES PROCESS

DEVELOPS SYSTEMS FOR ACHIEVING  
WORK

ENJOYS CURIOSITY

DAYDREAMS & IMAGINES

WEAKNESSES

MAY SKIM & MISS ESSENTIAL VARIABLES

MAY OVER-GENERALIZE  
MAY NOT BE CLEAR ENOUGH TO OPERATIONALIZE

MAY LEAVE THINGS DANGLING & USE TOO MANY  
TOPICS

CAN BE SCATTERED & UNFOCUSED IN CONVERSA-  
TION BY RAISING TOO MANY ISSUES

CAN APPEAR TOO LENGTHY IN DISCUSSION

MAY PLACE TOO MUCH BELIEF IN POSSIBILITIES  
& MAY SEE SECONDARY INSTEAD OF PRIMARY  
PATTERNS

MAY MISS VITAL FACTS

MAY GET CARELESS WHEN BORED

FINDS WORKING STEADILY AT ROUTINE TASKS  
TEDIOUS

MAY BE IMPRACTICAL

MAY APPEAR TOO INDEPENDENT & EGO-CENTERED

SEES ROUTINE APPROACHES AS DULL & UN-  
INTERESTING

DISLIKES DETAIL

UNREALISTIC ABOUT THE TIME REQUIRED TO  
DO THE TASK OR PROJECT

GETS BORED EASILY

MAY LACK THE DISCIPLINE TO IMPLEMENT

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STRATEGIES FOR THE INTUITOR CHANNEL:

TEAM BUILDING

Norma J. Barr, Ph.D.

THINKER NEEDS A FEELER

- ..TO PERSUADE
- ..TO CONCILIATE
- ..TO FORECAST HOW OTHERS WILL FEEL
- ..TO AROUSE ENTHUSIASM
- ..TO TEACH
- ..TO SELL
- ..TO ADVERTISE
- ..TO APPRECIATE THE THINKER

FEELER NEEDS A THINKER

- ..TO ANALYZE
- ..TO ORGANIZE
- ..TO FIND THE FLAWS IN ADVANCE
- ..TO REFORM WHAT NEEDS REFORMING
- ..TO HOLD CONSISTENTLY TO A POLICY
- ..TO CITE "THE LAW AND THE EVIDENCE"
- ..TO FIRE PEOPLE WHEN NECESSARY
- ..TO STAND FIRM AGAINST OPPOSITION

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SENSOR NEEDS AN INTUITOR

- ..TO BRING UP NEW POSSIBILITIES
- ..TO SUPPLY INGENUITY ON PROBLEMS
- ..TO READ THE SIGNS OF COMING CHANGE
- ..TO SEE HOW TO PREPARE FOR THE FUTURE
- ..TO HAVE ENTHUSIASM
- ..TO WATCH FOR NEW ESSENTIALS
- ..TO TACKLE DIFFICULTIES WITH ZEST
- ..TO SHOW THAT THE JOYS OF THE FUTURE  
ARE WORTH WORKING FOR

INTUITOR NEEDS A SENSOR

- ..TO BRING UP PERTINENT FACTS
- ..TO APPLY EXPERIENCE TO PROBLEMS
- ..TO READ THE FINE PRINT IN A CONTRACT
- ..TO NOTICE WHAT NEEDS ATTENTION NOW
- ..TO HAVE PATIENCE
- ..TO KEEP TRACK OF ESSENTIAL DETAIL
- ..TO FACE DIFFICULTIES WITH REALISM
- ..TO REMIND THAT THE JOYS OF THE PRESENT  
ARE IMPORTANT

Although each dimension is independent from the other four, particular combinations do form a synergistic effect to create what the researchers Keirsey & Bates call temperament types. The synergistic effect of Sensing and Judging creates a temperament with a strong sense of duty. Thinking and Intuiting cause a temperament with a strong interest in power and intellect. Intuiting and Feeling cause a temperament with a strong interest in self-actualization. Sensing and Perceiving cause a temperament of joy and fun. Although most people will find tendencies among all four temperaments, one temperament is usually dominant.

SENSE OF DUTY TEMPERAMENT

(EPMIETHEAN)

STRONG DESIRE FOR A SENSE OF BELONGING

THEME: COMPELLED TO BE BOUND & OBLIGATED

- |  |   |
|--|---|
| 1. DUTY IS <u>THE</u> THING  | 7. CONSERVATOR. . . BACKBONE OF SOCIETY   |
| 2. DEPENDS UPON A PRIMARY RELATIONSHIP                               | 8. RARELY ABLE TO REFUSE AN EXTRA LOAD OF DUTY  |
| 3. HIGH SENSE OF RESPONSIBILITY. . . PARENTAL ATTITUDE TOWARD OTHERS | 9. PAST-FOCUSED   |
| 4. HAS MANY "SHOULD & OUGHTS"  | 10. HIGH NEED FOR CLOSURE   |
| 5. A REAL NEED TO BE PREPARED  | 11. STRONG ADVOCATE OF FUNDAMENTALS   |
| 6. BELIEVES IN HIERARCHICAL STRUCTURE & RULES                        | 12. LIKES GIVING, SERVICE, & CARE. . . BUT CAN'T ASK FOR GRATITUDE OR APPRECIATION, EVEN THOUGH VERY SENSITIVE ABOUT IT |
|  | 13. INTENSE DESIRE FOR TITLE & ENTITLEMENT  |

STRATEGIES FOR SENSE OF DUTY PEOPLE:



SENSE OF POWER & INTELLECT TEMPERAMENT

(PROMETHEAN)

STRONG DESIRE FOR POWER & INTELLECT

THEME: COMPELLED TO UNDERSTAND, CONTROL & PREDICT

- |  |  |
|--|--|
| 1. IMPROVEMENT IS <u>THE</u> THING                       | 7. CONTRIBUTOR. . COMPELLED TO IMPROVE THE ENVIRONMENT   |
| 2. PREFERS TO BE THE GIVER. . . NOT THE RECEIVER         | 8. WORKS AT WORK AND WORKS AT PLAY. . . WORKS TO IMPROVE RECREATIONAL SKILLS                                   |
| 3. MAY BE INSENSITIVE TO FEELINGS                        | 9. FUTURE FOCUSED  |
| 4. OPERATES WITH MANY "SHOULD KNOWS" & "SHOULD BE ABLES" | 10. PREOCCUPIED WITH LEARNING  |
| 5. HUNGERS TO UNDERSTAND THE WHYS                        | 11. UNUSUALLY INDIVIDUALISTIC  |
| 6. MUST ACQUIRE SKILL & KNOWLEDGE                        | 12. INTENSE FOCUS ON INTELLECTUAL IMPROVEMENT MAY LEAVE OTHERS FEELING INTELLECTUALLY INADEQUATE               |
|  | 13. MOST SELF-CRITICAL OF ALL STYLES. . . CONSTANT SELF-DOUBTING MAY LEAD TO FEELING OF "THE VERGE OF FAILURE" |

STRATEGIES FOR SENSE OF POWER & INTELLECT PEOPLE:

SENSE OF SELF-ACTUALIZATION TEMPERAMENT

(APOLLONIAN)

STRONG DESIRE FOR BECOMING ACTUALIZED

THEME: COMPELLED TO DEVELOP POTENTIAL

- |  |   |
|--|---|
| 1. GROWTH IS <u>THE</u> THING                          | 8. FUTURE FOCUSED   |
| 2. GIVES MUCH TIME & ENERGY TO A RELATIONSHIP          | 9. WILLING TO MAKE GREAT PERSONAL SACRIFICE TO HELP OTHERS          |
| 3. HAS A REAL DESIRE FOR UNITY & UNIQUENESS            | 10. TENDS TO SEE POTENTIAL GOOD IN EVERYONE                         |
| 4. SEARCH FOR SELF IS CIRCULAR & PERPETUAL             | 11. POWERS OF EMPATHY ALLOW ONE TO BE WHATEVER OTHERS NEED TO SEE   |
| 5. HUNGERS FOR AN IDENTITY UNIQUE- LY HIS/HER OWN      | 12. NATURALLY VERY SENSITIVE  |
| 6. PROBABLY INVOLVED EMOTIONALLY INVOLVED IN A CAUSE   | 13. INTELLECTUAL BUTTERFLY-- FLITS FROM IDEA TO IDEA                |
| 7. ALWAYS ON STAGE, WHILE WATCHING ONESELF BE ON STAGE | 14. TRIES TO INFLUENCE OTHERS TO BECOME KINDER, WARMER, MORE LOVING |

STRATEGIES FOR SENSE OF SELF-ACTUALIZATION PEOPLE:

SENSE OF JOY & FUN TEMPERAMENT

(DIONYSIAN)

STRONG DESIRE FOR FUN AND JOY

THEME: COMPELLED TO BE FREE & INDEPENDENT

- |   |  |
|---|--|
| 1. ACTION IS <u>THE</u> THING                       | 8. TENDS TO BE FUN. . PLAYS WITH ABANDON             |
| 2. EPICUREAN ATTITUDE--TODAY<br>MUST BE ENJOYED     | 9. NOW FOCUSED                                       |
| 3. LEAVES RELATIONSHIPS THAT<br>ARE TOO RESTRICTIVE | 10. LIVES ESPRIT DE CORPS                            |
| 4. TO BE IMPULSIVE IS TO BE ALIVE                   | 11. GETS BORED WITH STATUS QUO                       |
| 5. HUNGERS FOR ACTION WITHOUT<br>CONSTRAINT         | 12. PROCESS-ORIENTED WITH LITTLE NEED<br>FOR CLOSURE |
| 6. FREE SPIRIT                                      | 13. INTENSE PRIDE IN OWN FREEDOM                     |
| 7. SPENDER  | 14. WANTS TO LIVE AND LAUGH                          |

STRATEGIES FOR SENSE OF JOY & FUN PEOPLE:

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ISTJ	ISFJ	INFJ	INTJ
Responsible, practical, quiet, serious, & dependable Traditional, blunt, direct Strong need to get things done	Helper, nurturer, friendly, conscientious, & responsible Tend to choose work over play, since biggest pay-off is in being of service Loyal, considerate	Warm, serious, imaginative, helpful, enthusiastic, & understanding Known for perseverance & desire to succeed Want to please with your work	Independent, original, industrious, autonomous, & visionary Determined, critical, & often stubborn Can carry out a job alone
ISTP	ISFP	INFP	INTP
Reserved, detached observer, cool, difficult to get to know, adaptable, & tolerant Personal freedom is top priority Can concentrate & work hard	Free spirit, flexible, unpredictable, colorful Avoids conflict Doesn't like to hurry Kind, wanderer	Calm, loyal, pleasant, adaptable, reserved & a learner May seem shy & aloof Like to please people you love and/or respect	Quiet, intellectual, & philosophical Loyal once you commit Like people to see you as competent & intelligent
ESTP	ESFP	ENFP	ENTP
Easy-going, adaptable, fun, realistic, unpredictable, blunt, & witty Friends are very important Demand freedom & action	Fun-loving, warm, friendly, out-going, charming, & witty Good-natured & easy-going Likes to do instead of study Unpredictable	Creative, individualistic, high-spirited, positively enthusiastic Ready to help almost anyone with a problem Tries hard to be "real"	Active, imaginative, strong deep, impulsive, talkative, stimulating conversationalist Tendency toward one-ups-manship Usually a non-conformist
ESTJ	ESFJ	ENFJ	ENTJ
Organized, dependable, realistic, practical, & rational Tend to see things in terms of logic and soundness Like to plan more than do	Sociable, cooperative, popular, talkative, & active Tries to avoid conflict Loyal & tend to blame self for things go wrong	Charismatic, imaginative, responsive, & responsible Cooperation is a major theme Can get emotionally overloaded "helping" others	Strong, dependable, active, imaginative, & political Trust logic, but distrust feelings; can be quite out-of-touch with own feelings Like to plan more than do

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